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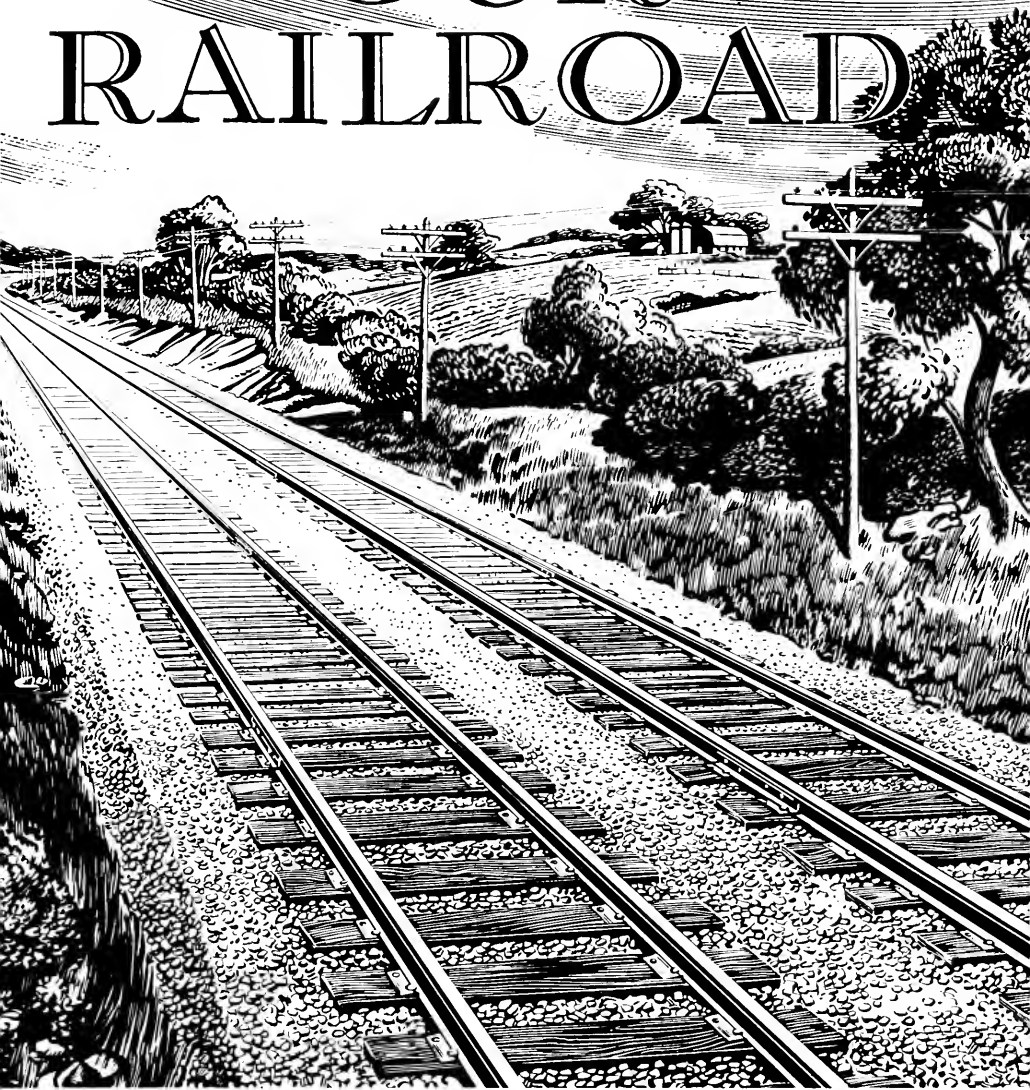
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This is Our Railroad: The Illinois
Central Family Book.

(1948?)

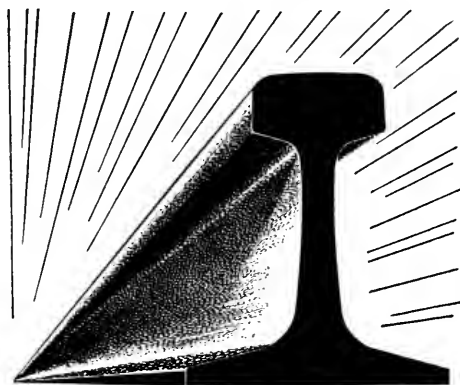


This is
**OUR
RAILROAD**



**THE ILLINOIS CENTRAL
FAMILY BOOK**

ILLINOIS HISTORICAL SURVEY



We must have railroads in and for America—solvent railroads, strong railroads, manned by alert and respected workmen, directed by progressive management, modernized to fit the needs of American enterprise, operating under sound policies of government, and commanding the confidence of the American people.

—Wayne A. Johnston

*To the members of
the Illinois Central Family
whose untiring loyalty has meant
so much to the success of our
railroad throughout the greater
part of a century*

THIS BOOKLET IS

GRATEFULLY DEDICATED

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Hlt

Welcome To

THE ILLINOIS CENTRAL

"THIS IS OUR RAILROAD" has been prepared primarily for the newcomers into Illinois Central service; yet, it contains the sort of information all of us like to have for handy reference, no matter whether we have been with the company half a century or half a week.

This booklet may contain statements that are not entirely clear to you, or it may leave some of your questions unanswered. In either event, feel no hesitancy about asking questions; in fact, we urge you to ask them freely. Your first source of information is your immediate supervisor.

Things that new members of the Illinois Central family usually want to know are:

What are some of the important advantages that employees of the company enjoy?

What is my opportunity for advancement with the Illinois Central?

What does the Illinois Central expect of me?

How is the Illinois Central organized, and what does it do?

How and when did the Illinois Central get its start?

The answers to these and many other questions can be found in this booklet by referring to the table of contents.

To newcomers, I express the hope that this marks the beginning of a long and pleasant business career for you in Illinois Central service. You have cast your lot with a railroad which has a long and excellent record. The Illinois Central pioneered in the development of our great Midwest and the South. It has a sound and enduring pride in almost a century of distinguished service.

If our company is to hold its rightful place among competitive railroads and other forms of transportation, those of us to whom its direction is entrusted must have worthy aims. The Illinois Central's policy outlined on the next page briefly expresses principles which should guide us in the operation of our railroad. May I ask you, as your predecessors have been asked, to accept such a policy as a code of conduct for our work together.

Sincerely,



President

THE ILLINOIS CENTRAL'S POLICY

To provide adequate and dependable transportation, give courteous service, make continued improvements;

To maintain fair and reasonable rates that will stimulate the flow of commerce and cover the necessary costs of operation;

To keep our railroad a good place to work, paying reasonable wages, giving employes fair treatment, providing them with tools to do good work;

To meet our financial obligations in a manner that will maintain credit and attract capital for improvements;

To deserve the confidence and good will of our friends and neighbors.

What our railroad is doing to carry out these pledges will be disclosed to you in the pages that follow.

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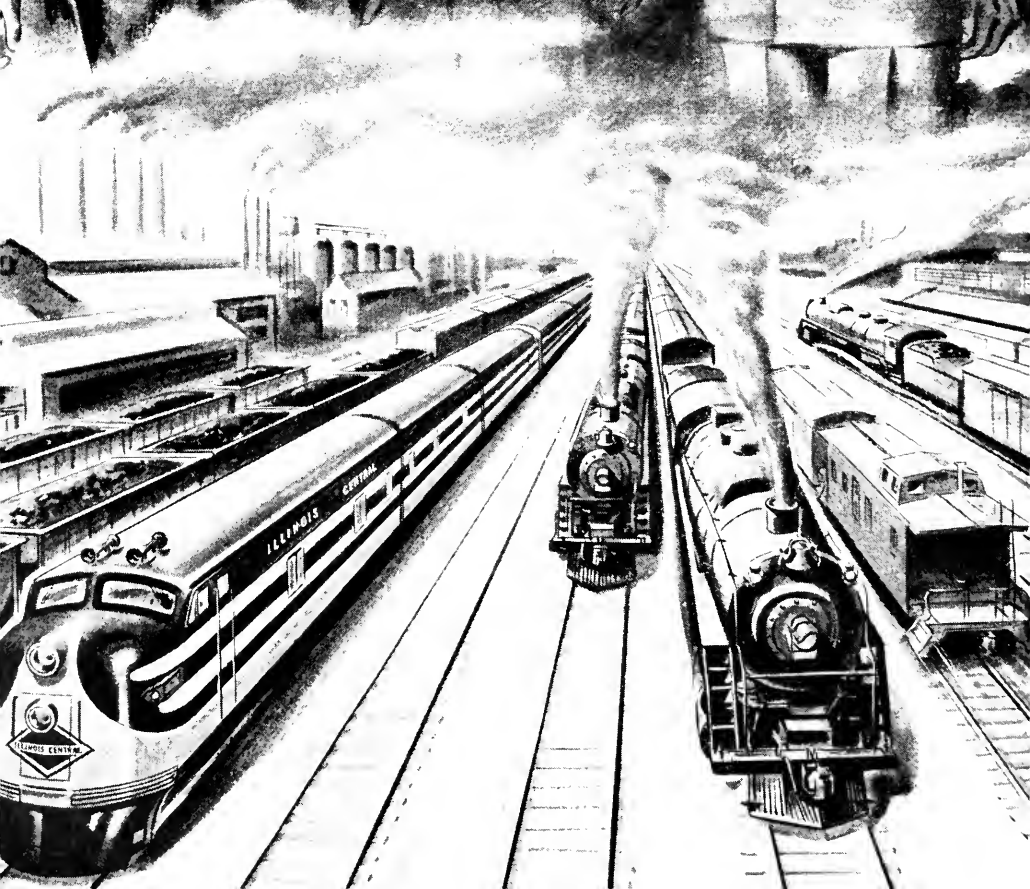
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THIS IS OUR RAILROAD

Part 1

EMPLOYEE BENEFITS
AND WELFARE
ACTIVITIES



AN ESSENTIAL INDUSTRY

THERE could be no progress without transportation; it enters in some way into everything we have or do. Every form of transportation has its part to play, but there is nothing in existence or in sight which can conceivably match the railroads in importance either in time of peace or war. In World War II railroads hauled 90 per cent of all Army and Navy freight, and 97 per cent of all troops.

Railroads never close down—they run 24 hours a day, every day in the year. While the world sleeps, thousands of passenger, express, mail and freight trains are speeding through the night, performing their important tasks.

About a million and a half men and women are employed to operate the railroads of the United States, including the Railway Express Agency and the Pullman Company. Together with their families, they make up a group of about six million persons. The 128 groups into which railway employes have been divided by the Interstate Commerce Commission represent every type of work and profession.

STABILITY OF EMPLOYMENT

There is a unique fascination about trains and travel—the thrilling power of the steam locomotive, the streamlined newness of the diesel-electric. In railroad work, there also is a definite satisfaction in knowing one's efforts are a vital part of the nation's life.

Most railroad people like their work and are proud of their industry; they stick with their jobs. That is

well borne out by the fact that, out of a total of 40,000 persons who now have an active employment relationship with the Illinois Central, 10,000 have been members of our organization from 15 to 25 years, another 11,000 from 25 to 40 years, another 1,200 from 40 to 50 years, and at least 70 stalwarts can point to 50 years or more. In other words, more than 53 per cent of us have been members of the Illinois Central family for 15 years or more. Need one ask for better proof of stability?

PROMOTIONS

Everything in the world has a price tag. The price of success is *working* for better things instead of *wishing* for them. All the ambition in the world won't get us much unless we do something about it.

The qualities that invite promotion today are the same as they have always been. They are: highly developed ambition, initiative, perseverance, determination and a passion for knowledge. When these qualities are accompanied by natural talent, good training, integrity, an agreeable personality and ability to work well with others, they go a long way toward determining how far any person is likely to progress.

The path to promotion must be paved with never-ending self-improvement. And in all your search and study, let your method always be not merely to memorize but to *understand*.

To the individual who grasps these ideas and applies them, service with the Illinois Central offers a broad field of opportunity. To obtain promotion with the Illinois Central one must demonstrate desire and capacity for greater responsibilities. There is always a possibility for promotion for the person who is willing to fit

himself or herself for the next step up. Each member of our organization has a part to play. Our company's success depends upon the quality of the work done by all of us. Your personal success depends, in a large measure, upon the company's prosperity.

With us, as the older members of our railroad family already know, management and those in non-supervisory positions are largely the same people—only at different stages of their careers. No matter what the nature of any job on the Illinois Central may be, you can feel pretty sure that our supervisors and officers once worked at similar levels, meeting the same problems. Become acquainted with these men. You will find that they are interested in your welfare and problems. They know that, in the years to come, it will fall to many of today's newcomers to take over the job of guiding the destinies of the Illinois Central and they are eager that those chosen for this responsibility shall be ready to meet it.

PAYDAY AND DEDUCTIONS

Every member of our organization receives in wages just what he gets in his paycheck, less authorized deductions. There are no bonuses for anyone. Naturally the higher responsibilities command higher pay.

Your paydays will come at semi-monthly intervals. The dates vary according to locations. Your immediate supervisor will tell you how and when you are to be paid.

There will be a stub attached to every paycheck you receive to assist you in maintaining a record of the amount of your earnings and to show the several deductions made therefrom. The deductions from your earnings for Federal Income Tax and



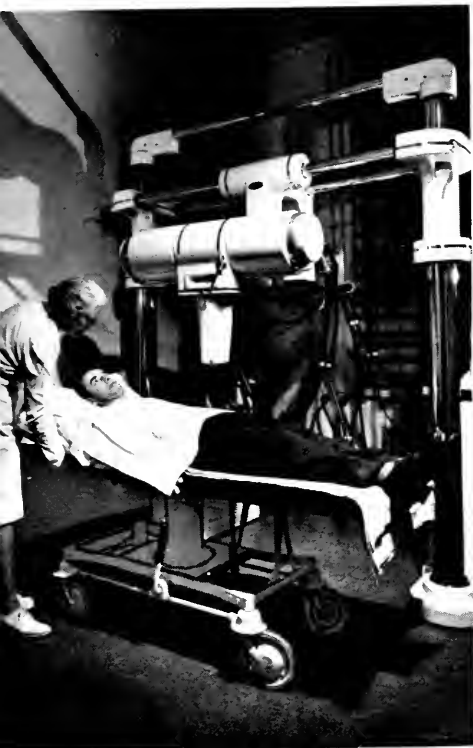
Railroad Retirement Tax are required by law. Deductions covering contributions to the Hospital Department and for group insurance premiums (when made) are required by company rules. There are also certain approved deductions not specifically required by law or by company rules which will be made from your earnings at your request.

If there is any question about your paycheck, consult your immediate supervisor.

MEDICAL, HOSPITAL AND SURGICAL CARE

The Illinois Central Hospital Department is maintained principally by contributions from members and administered by a board on which labor and management are represented.

With but few exceptions (physical condition or age), employment with the Illinois Central automatically includes membership in the Hos-



pital Department. Assuming that you are eligible for membership, the following applies to you:

An amount determined by the Hospital Department Board is deducted from your paycheck in each payroll period. This entitles you to medical, hospital and surgical care from the first day of your employment, as provided for in the rules and regulations of the Hospital Department; namely, hospital accommodations, nursing service, professional services of physicians and surgeons for operations, treatment, or office and residence visits. With few exceptions, all necessary medicines prescribed by our surgeons are furnished by the Hospital Department.

Contributors are eligible for treatment in the Hospital Department's three general hospitals. These are located in Chicago, Ill., New Orleans, La., and Paducah, Ky. In addition, contributors may obtain treatment from designated Hospital Department local surgeons, of which there are more than 700 located in the communities served by our railroad. Names and locations of company surgeons are listed in the company's Official List.

If it should become necessary for you to absent yourself from our service for any cause other than illness or physical injury, and provided you are on an authorized leave of absence, or otherwise retain your employment relationship, and if during such period you do not engage in other service or business, you may continue to receive the benefits of the Hospital Department by paying your monthly contributions in advance through your employing officer.

You are urged to become familiar with the rules and regulations of the Hospital Department.

GROUP INSURANCE

If you qualify as an employe and are eligible, you are required, as a condition of employment, to subscribe to the monthly group term life, accident and health insurance under the low-cost plan in effect on the Illinois Central. The current monthly contribution will be deducted from your current monthly payroll earnings and does not cover any advance payments.

The amount of insurance protection for each qualified and eligible employe depends upon his job classification. The group life certificates range from \$1,000 to \$5,000, and the accident and health certificates from \$30 to \$75 a month.

If, while you have an employment relationship with the Illinois Central

and are insured under the group insurance plan, you do not receive any payroll earning from the Illinois Central during a period of absence of one or more calendar months for any reason whatsoever, and provided that during such period of absence you do not engage in any other business or employment of any kind, you may continue the group insurance in effect by paying the contributions, in cash, on or before the 25th day of the calendar month, or months, in which due. Such payments can be made at

any through ticket agency on the Illinois Central and at our hospitals at Chicago, New Orleans and Paducah.

You are urged to read your certificates carefully and become familiar with their provisions. Ask your immediate supervisor about any features you do not understand. Keep your certificates in a safe place. It is generally desirable that the beneficiary be informed regarding the location of the insurance certificates.

RAILROAD RETIREMENT AND UNEMPLOYMENT LAWS

Under the provisions of laws passed by Congress, known as the Railroad Retirement and Unemployment Insurance Acts, the Government of the United States levies taxes against all of a railroad employee's earnings that do not exceed \$300 a month, as follows:

Earnings in Calendar Year	% of Tax Levied for Old Age Pension		% of Tax Levied for Unemployment Insurance		Total of Both	
	You Pay	Our Company Pays	You Pay	Our Company Pays	You Pay	Our Company Pays
1948	5.75 %	5.75 %	0	.5 %	5.75 %	6.25 %
1949-1950-1951...	6.0 %	6.0 %	0	.5 %	6.0 %	6.50 %
1952 & thereafter...	6.25 %	6.25 %	0	.5 %	6.25 %	6.75 %

Limited to the provisions of the above-mentioned acts, payment by you and the Illinois Central of Railroad Retirement Taxes, and by the Illinois Central of Unemployment Insurance Taxes, entitles you or your dependents to certain benefits, such as:

1. Old-age pension, disability income or unemployment insurance for yourself.
2. Monthly annuity to dependents at your death.
3. A lump-sum payment at your death in lieu of monthly income to dependents.

The provisions of the Railroad Retirement and Unemployment Insurance

Acts are too numerous and complicated to permit covering them in this manual. If you desire information on some specific item at any time, consult your immediate supervisor. If he does not have the information immediately available he will be glad to obtain it for you from the proper department.

EMPLOYEES' SUGGESTION SYSTEM

It pays to think and suggest on the Illinois Central!

Whether you are a newcomer or

a veteran in the Illinois Central family you have a splendid opportunity to earn recognition and extra money by participating in the Employees' Suggestion System. Thousands of dollars in cash awards are earned by thinking employees every year.

Here is how the system works:

Suggestion blanks are provided at convenient locations over the railroad. Take one of these blanks and write out your suggestion in the space provided for that purpose. Remove and keep the stub, and mail the suggestion in the envelope provided. Then watch the suggestion bulletins issued weekly. They show by numbers the disposition of all suggestions. The number on the stub corresponds to the number on the suggestion blank and will identify you as the suggestor.

After the suggestion is given initial consideration by the joint labor-management committee in whose jurisdiction you are employed, it is then forwarded with a recommendation to the general joint labor-management committee for review. If your suggestion is adopted, or if any other action is taken as a result of the consideration given to your suggestion, you will receive a cash award.

The minimum award for a suggestion is \$5. There is no maximum award! One suggestor earned \$2,605 with a single idea! Another was paid \$1,830! Still others have earned awards of \$1,000, and so on down the line. The possibilities are unlimited. Where a suggestion has a measurable value to the railroad, the award is approximately 10 per cent of its value over a period of one year.

The way to form the habit of thinking constructively is simply to **LOOK AT EVERYTHING WITH AN EYE TO IMPROVEMENT.** Study your own job and the jobs of those around you. Watch the Thought



Stimulators that appear on the suggestion bulletin boards for leads on some of the railroad's problems.

Start now and share in the progress of the Illinois Central. Start each day with the thought: "Am I doing this the best way? Could it be done easier, safer, better?"

The suggestion system was established for YOU to use. It is yours. Through it you can earn extra money and recognition as a thinker and doer. Make the most of it!

EMPLOYEES' SERVICE CLUBS

"He who has a thousand friends has never one to spare . . ." Through participation in the social, educational and recreational activities of our employees service clubs, Illinois Central workers, members of their families and friends outside the railroad develop better understanding and appreciation of one another and of the possibilities of their jobs. There are more than forty of these clubs on our railroad. Regular attendance at serv-



ice club meetings and other affairs can pay you rich dividends in enjoyment and lasting friendships.

Our employees service clubs are not fettered with a lot of rules and regulations. You may feel free at all times to express yourself on matters which you feel are to your club's interest or which you believe will make the Illinois Central a better place to work.

While the railroad assists these clubs in many ways, it does not undertake to direct their activities. The members make their own rules and administer the affairs of the clubs in every particular.

A PLACE TO SAVE AND BORROW MONEY

For the purpose of encouraging thrift through convenient and systematic saving at an attractive rate of interest, as well as to establish a source of low-cost credit where members may borrow money for provident purposes without embarrassment or delay, Illinois Central workers have organized credit unions in a number of cities along our railroad.

Why not take full advantage of this invitation by your credit union to save systematically?

Should an emergency arise making it necessary to borrow money, you will do well to take advantage of the lower rate of interest your credit union charges.

Employee credit unions are located at Centralia, Ill., Champaign, Ill., Chicago, Ill., Clinton, Ill., East St. Louis, Ill., Jackson, Miss., McComb, Miss., Memphis, Tenn., New Orleans, La., Paducah, Ky., Vicksburg, Miss., and Waterloo, Ia. The Seminole Credit Union is available to our people at Birmingham.

All Illinois Central credit unions are chartered under either federal or state laws. The railroad exercises no voice in their management and assumes no responsibility for their operations. Members elect their own directors and officers.

EVERYBODY KEPT INFORMED

The first concern of the men who have successively managed the affairs of the Illinois Central for nearly a century have been to provide the essentials of railroad service such as: cars, locomotives, tracks, yards, buildings and bridges, and to use these tools efficiently and safely to serve our patrons. There were the foundation stones of material industrial achievement; in the very nature of things, they came first.

For more than a quarter century, each succeeding management has been consciously and insistently shaping a new concept—the concept of management as a trusteeship, having three beneficiaries: the people who own the Illinois Central, the people who work for the Illinois Central and the public. While this was considered radical years ago, today it is

commonplace that industry takes for granted its tools of service and the things it produces, and reserves its most critical attention for human components. The Illinois Central takes pride in its early recognition of this concept, as well as in the fruits of that recognition.

Ours was one of the first major railroads in the country to take the public into its confidence through paid advertisements in hundreds of newspapers to tell the people what the Illinois Central was doing and how and why. The things that were done and the ways they were done by the Illinois Central from that beginning are today recognized and accepted as the very soul and center of sound public relations.

The Illinois Central also pioneered in giving to its own people things for them to think about and to talk about with their friends and neighbors, thus stimulating and inspiring the entire organization to make and hold friends for our company and the railroad industry generally.

The future of the railroads and, consequently, of railroad jobs, is a matter of creating and holding public preference in a highly competitive field. The successful railroad of the future will be manned by alert and respected workmen—people who are proud of being railroaders, who know that theirs is a public service fundamental to national well-being, essential, reward-worthy, truly a life worth living. These alert men and women will be so interested in the progress of the railroad industry that they will speak up for it at every opportunity and share with management and the public alike the thoughts and ideas and observations they develop with respect to better railroading.

OUR MAGAZINE

When the members of a large family "grow up" and go their respective ways it is not uncommon for them to become separated by many miles. Yet, each retains his or her interest in what the other members are doing. So they write to each other occasionally giving the latest news about themselves and their children. In much the same fashion, we members of the Illinois Central family, although frequently separated by hundreds of miles, keep in touch with one another through the pages of the Illinois Central Magazine.

Our magazine aims at making Illinois Central folks better acquainted and better friends, and to bind us into closer co-operation for our common good. It does more than just bring us news about other members of our railroad family and their families. Through its column "What's Going On?" as well as reprints of the company's institutional advertising and talks and articles on railroad subjects, it equips us to discuss the things about which our friends may be asking.



In addition to being available each month (*without charge*) to every member of the Illinois Central family, copies of our magazine go to former employees and outsiders who are likely to be especially interested. Universities and colleges have obtained permission to use its articles on general railroad subjects in their textbooks. Other railroad magazines and general publications use material from it. In these ways, the Illinois Central Magazine plays a major role in creating and holding public good will, as its pages regularly reflect our conduct, performance and opinions to our customers and other friends.

Every member of our railroad family is invited to submit material which he or she believes will be of general interest. Your contributions may be made to your division editor, department correspondent or directly to the Magazine Department at Chicago.

IMPORTANCE OF RULES

There is an old saying to the effect that "The book of rules is the railroad man's Bible." More than any other business, a railroad must be run according to definite rules. Every rule in the book is important and has a good reason for its existence. These needs and purposes should become plainly evident, especially to those who are entering train, engine or yard service.

All of our rules have been carefully worked out from the experience of nearly a hundred years of railroad-ing. If the company has printed rules covering your particular job, your immediate supervisor will be glad to see that you receive a copy. You are urged to familiarize yourself with company rules and to follow them literally at all times.

There are a number of rules and regulations which have been created for the guidance of Illinois Central employes engaged in specific types of work others have more general application. The titles of our more important guide-books are listed below:

SAFETY RULES.

RULES AND REGULATIONS OF THE
TRANSPORTATION DEPARTMENT.

RULES FOR THE MAINTENANCE OF WAY
AND STRUCTURES.

OFFICE RULES AND REGULATIONS OF
THE ACCOUNTING DEPARTMENT.

GENERAL RULES AND INFORMATION FOR
THE GUIDANCE OF EMPLOYES IN THE

CHIEF SPECIAL AGENT'S DEPARTMENT.

GENERAL RULES FOR THE GUIDANCE OF
ALL EMPLOYES OF THE DINING

SERVICE DEPARTMENT.

RULES AND INSTRUCTIONS GOVERNING
FIRE PREVENTION AND FIRE

PROTECTION.

RULES AND SPECIFICATIONS GOVERNING
THE UNIFORMING OF EMPLOYES.

HOSPITAL DEPARTMENT RULES
AND REGULATIONS.

MAKING AND HOLDING FRIENDS
THROUGH COURTESY.

It is important that supplements to rules be pasted in the proper book as soon as you receive them.

SAFETY COMES FIRST

The best safety device known is a careful man. The most important rules that govern the operation of a railroad are those which pertain to safety. In the operation of a good railroad, safety ranks at the top along with courtesy. We believe that safety and courtesy rightfully belong together because they express our thoughtfulness for others as well as for ourselves.

The constant aim is to make our railroad a safer place to work. Because of its continued improvement in this direction the Illinois Central has repeatedly won high awards from the National Safety Council.

Our goal is to continue to make



COURTESY

Wise leaders have been saying for a long time that the object of business is not to make sales but to make customers. Customers, as you know, is another name for business friends. If every member of the Illinois Central family, and especially those of us who have on-the-job contacts with the public, makes just one new friend for the company every day in addition to conducting himself or herself properly toward our present friends, our railroad will never suffer from lack of customers.

Our Traffic Department employs a large group of specialists who devote their efforts to selling Illinois Central service and promoting customer good will. But regardless of their number or how well skilled they may be in their jobs, these traffic men need the co-operation of every man and woman in our organization.

It is only natural that some people should form their opinions of Illinois Central service from the nature of their contacts with our first-line representatives such as conductors, flagmen, ticket sellers, information clerks, telephone operators, gatemen, dining car stewards, waiters, waitresses, agents, freight cashiers, receiving and delivery clerks, yardmasters, switchmen, section foremen and ushers in our passenger stations. For these and all the rest of us, our manual "Making and Holding Friends Through Courtesy" should serve as a guide for molding our daily conduct toward the public and one another.

Lasting benefits are seldom obtained from reading any guide book of this sort only once and then casting it aside. It should be read and re-read until one forms the habit of applying the ideas and suggestions it contains as a natural course.

the Illinois Central the safest railroad in the world, and we are counting on you to help us win and hold that rating. To this end, it is important that you avoid forming unsafe work-habits. Bad habits of any kind are so difficult to unlearn that once we have formed them we are in danger of keeping them. Therefore, so that your work in the railroad business will be easier and much more pleasant, and out of concern for the safety of others as well as of yourself, we urge you to strive to form safe work-habits at the very outset.

On the Illinois Central, *"Safety Is Of The First Importance In The Discharge Of Duty."* You are urged to **THINK ABOUT WHAT YOU ARE DOING WHEN YOU DO IT.**

GOOD HOUSEKEEPING

Good housekeeping on the Illinois Central means it must be said of us:

WE KEEP A HOUSE OUR FRIENDS WILL LIKE TO VISIT

• 1 •

WE MUST BE GOOD HOSTS—Good hosts are invariably courteous and friendly. In all dealings with our guests—the shipping and traveling public—let every member of our family be working toward the creation of good will.

• 2 •

WE MUST BE CLEAN, NEAT, ORDERLY—with everything—personal appearance, passenger and freight equipment, station facilities, shops, stores, yards, and offices—keeping all devoted to **SERVICE** with safety and dispatch.

• 3 •

WE MUST GOVERN OUR EVERY ACT BY THOUGHT—BY THOUGHT OF WHAT THAT ACT WILL MEAN IN THE ESTIMATION OF OUR PATRONS.

FREE TRANSPORTATION

Free or reduced-rate transportation is a gratuity which may be limited or withdrawn by any railroad at any time. Each railroad prescribes its own rules governing the issuance of passes on its own lines. Most railroads, including the Illinois Central, have certain passenger trains on which the

use of passes is limited, or prohibited. This is necessary in order that our patrons may be properly accommodated. Your immediate supervisor will be glad to furnish or obtain specific information for you regarding pass rules.

To justify its operation, a passenger train must be well patronized by people who pay fares. Those of us who ride on passes should not occupy seats to the exclusion of such passengers. Failure to show revenue passengers this consideration may result in suspension of an employee's pass courtesies.

VACATIONS

Employees with necessary service requirements are granted vacations with pay. Your immediate supervisor will give you the details in your particular case.

RECOGNITION OF 25, 40 AND 50 YEARS' SERVICE

You will observe many of our people wearing a beautiful gold pin with the Illinois Central's familiar Green Diamond emblem superimposed upon a streamline train, the whole bearing the inscription "Quarter Century Club." To be eligible to wear this pin one must have been in active service with the Illinois Central for 25 years or more. Thus far, our Quarter Century Club has roundly 13,500 members.

Since 1930, your company has honored more than 7,500 of its 40-year members by presenting each of them a lifetime pass good over the entire railroad. If the 40-year member is a man and married, his wife is included.

Forty years may seem like a long

time to work for one company, yet there are some who reach the half-century mark in our service. In addition to being the honored guests at a special ceremony, they are presented with beautiful individual passes made of gold. Since 1936 more than 350 of these half-century passes have been issued to members of the Illinois Central family.

SERVICE BARS AND STARS

A glance at the left sleeve of certain of our uniformed workers (conductors, collectors, brakemen, flagmen, gatemen, station masters, traffic directors and train porters) will tell you approximately how long most of them have been in our service. Each bar you see represents five years' service with the company. After five bars, representing 25 years, have been acquired, stars are added, each of the latter representing an additional five years of service.

LABOR ORGANIZATIONS

The principal function of a labor organization is to represent its members in matters concerning rates of pay, rules and working conditions. The Illinois Central has some sixty labor agreements and many hundreds of local and supplemental agreements with more than twenty such organizations. Many of these are known by the distinctive railway term of "brotherhoods" and rank among the oldest of any kind of labor organization in the country. The Illinois Central has had continued collective bargaining relationships with these organizations over a long period of years, some dating from as far back as 1876.

Railroads do not operate under



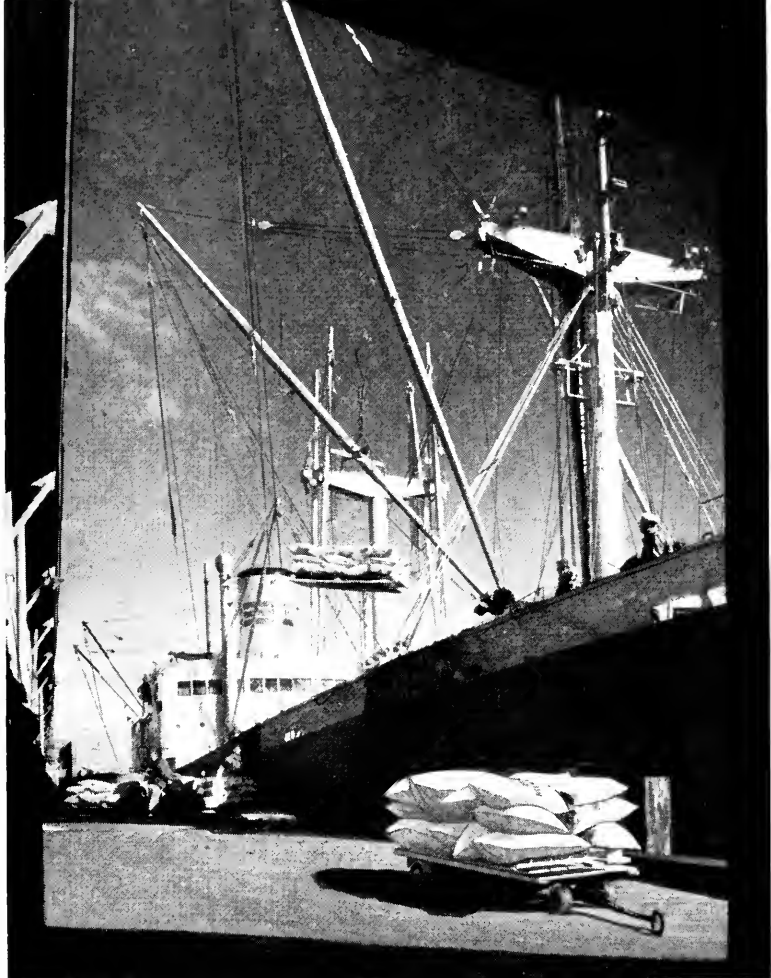
either closed shop or union shop agreements.

CHANGE OF NAME, ADDRESS, ETC.

Any change in your name, marriage status, address, telephone number, etc., should be reported promptly to your employing officer.

IF YOU RESIGN

In order that the railroad company may avoid making notations on service records such as "dropped because of failure to report for work" or "dropped for unauthorized absence," etc., which may later prove awkward to the individual, anyone leaving our service of his or her own volition (this includes not returning to our service from layoff or leave of absence when notified to do so) should submit a written resignation without undue delay. Such a notice is also a matter of business courtesy and will be appreciated by the company.



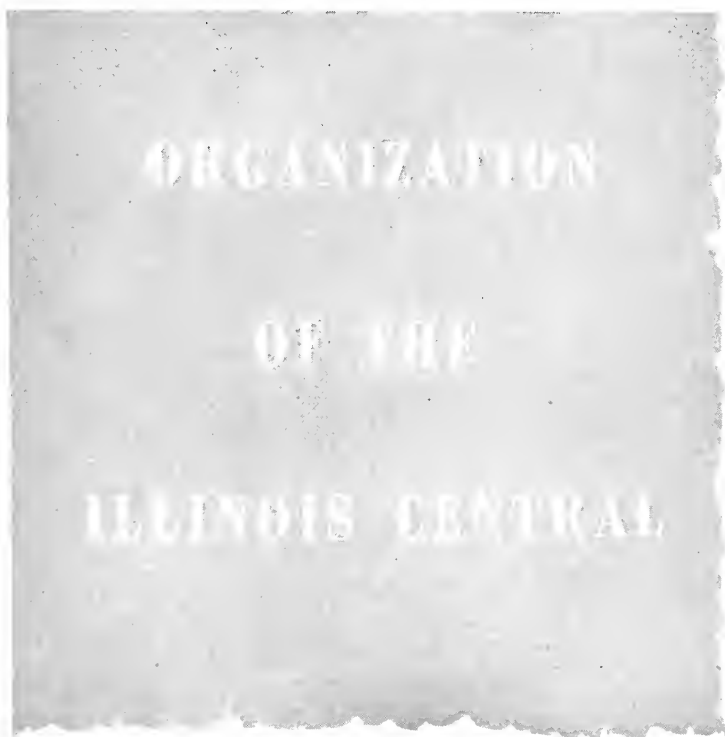
Loading freight from the Illinois Central at New Orleans for shipment overseas.



Centralized Traffic Control speeds up train movements where density of traffic is greatest.

THIS IS OUR RAILROAD

Part 2



ORGANIZATION OF THE ILLINOIS CENTRAL

In order to understand how a railroad is operated, a new worker needs a brief outline of its organization. There are more than 730 railway companies in operation in the United States. These range in size from roads only a few miles in length, run by a few men, operating a few locomotives and cars, up to huge properties such as the Illinois Central manned by great numbers of workers, operating thousands of miles of track and thousands of locomotives and cars. The organizations required to operate these properties differ according to the size of each railroad and the nature of its traffic.

The organization of the Illinois Central Railroad is headed by a board of directors consisting of fifteen members, of whom fourteen are elected by the stockholders and one (as provided in the charter) is the Governor of Illinois. An executive committee acts for the board of directors when the board is not in session. The board of directors elects the chairman of the executive committee, president, vice-presidents, secretary, treasurer and general counsel. All other general officers are appointed by the president, or are appointed subject to his approval.

EXECUTIVE DEPARTMENT

The president and his staff constitute the Executive Department. Members of his staff are the vice-presidents, secretary, treasurer, assistant to the president, director of stores and purchases, director of personnel, executive assistants, and the office manager and personnel of the executive office. The president is the chief administrative and operating officer in direct charge of the entire affairs of the company. He directs the work of the entire organization to provide satisfactory service and meet all obligations to the public, to the owners and to the employees. Included in the Executive Department under the assistant to the president is the direction of all activities bearing upon public relations, including advertising, public information and the Illinois Central Magazine. The Employees' Suggestion System also is in the Executive Department.

OPERATING DEPARTMENT

This department, which employs 24,000 persons, is headed by a vice-president who is responsible for all activities connected with the direct operation of the Illinois Central, including operation of trains, yards and freight and passenger stations. Members of the vice-president's staff are the general manager, assistant to vice-president and general manager, chief surgeon, general superintendent of transportation, general superintendent of equipment, general superintendent of dining service, superintendent of communication and electrical engineer, chief special agent, superintendent of stations, terminal manager and twelve division superintendents. All of the aforementioned officers, with the exception of the chief surgeon, report to the general manager.

Each terminal manager and division superintendent is in direct charge of a part of the railroad. Assisting

these men are the trainmasters, chief dispatchers, master mechanics, traveling engineers, special agents, and other division officers. Train and station employes, such as station agents locomotive engineers and firemen, conductors, brakemen, flagmen, and trainmen, are assigned to a division and report to division officers.

TRAFFIC DEPARTMENT

The Traffic Department is the "sales department" of the railroad, having charge of the pricing of our transportation (rates and fares), the solicitation of freight and passenger business, and the development of industry and agriculture in our territory. There are two main sections, one dealing with freight matters and the other with passenger matters.

This department is in charge of a vice-president who has, for his first line of contact with some 750 Traffic Department personnel, an assistant vice-president, a general traffic manager, four general freight traffic managers, a passenger traffic manager, two general industrial agents and one general agricultural agent. There are a number of other Traffic Department officers and representatives located at Chicago. In addition, there are Traffic Department officers and other personnel in almost every important city on the Illinois Central, as well as in approximately forty large off-line cities in the United States; also in Havana, Cuba; Mexico City and Toronto, Canada.

In addition to solicitation, the development of coal traffic and foreign trade, the location of new industries and expansion of existing ones, and the promotion and development of a prosperous agricultural territory, other important functions of the Traf-

fic Department are the planning, in conjunction with operating officers, of freight and passenger train schedules, the preparation and publication of timetables, advertising literature, etc., the initiation of trade rate changes necessary to secure business, or to provide adequate revenue subject to the approval of the Interstate Commerce Commission, and the several State Commissions, the presentation of testimony on rates before rate regulating bodies, and the publication and distribution of tariffs or rate schedules.

PURCHASING AND STORES DEPARTMENT

This department, which is made up of approximately 1,100 employes, is headed by a director of stores and purchases and is under the direct supervision of a general purchasing agent, manager of stores and manager, Forest Products Bureau. It is responsible for keeping the railroad supplied with materials of all kinds. This involves the most economical purchase,





proper storage and distribution of many thousands of different items, the handling of contracts for new equipment, the writing of vouchers, making adjustments, and other related matters. At major shops, the Stores Department delivers materials direct to the point of use and collects scrap material which is graded and shipped on sales contracts made by the general purchasing agent.

ACCOUNTING DEPARTMENT

The Accounting Department, which employs approximately 1,400 persons, is headed by a vice-president with a comptroller as his principal assistant. Other staff officers are the assistant to the vice-president and the general accountant. This department accounts for and audits all revenues and expenditures of the company, including station accounts and joint facilities, prepares payrolls and paychecks, and issues bills for collection. It performs the accounting of the company in accordance with the requirements of the Interstate Commerce Commission, adjudicates freight claims, examines and approves all written con-

tracts and agreements involving the payment of money to which the Illinois Central becomes a party, prepares statistical and financial reports to meet the requirements of the various departments of the railroad and of governmental bodies, and has many other similar responsibilities.

The activities of the Accounting Department extend over the entire railroad and the various parts of the work are handled in separate offices headed by the officers whose titles designate the part of the accounting work performed under their jurisdiction; namely, auditor of disbursements, with a district accountant at Chicago and one at Memphis, auditor of freight receipts, auditor of passenger and station accounts, freight claim agent, car accountant, and special auditor (mechanized accounting).

TREASURY DEPARTMENT

The treasurer, with two assistant treasurers, has immediate jurisdiction over all the company's bank accounts and is custodian of the company's investments. He directs agents and others as to the manner in which they are to handle and remit funds collected by them. He forwards paychecks to authorized paycheck distributors and all checks, vouchers and drafts for payment or the collection of money due, or payable, by the company are cleared through his office. It is his responsibility to accumulate funds for the payrolls, taxes and the company's other financial requirements. The treasurer is the credit officer of the company.

SECRETARY

The secretary, with an assistant secretary, has custody of the corporate

records (archives) of the company and its subsidiaries, minute books, payroll records and historical papers and the corporate seal. The Pension Bureau is a division of the secretary's office.

LAW DEPARTMENT

The Law Department, in which there are approximately 125 regular employes and 480 district and local attorneys, has the responsibility of handling all legal matters affecting the railroad where special knowledge of the law is required such as the drafting of briefs, contracts, deeds and other legal documents, and representing the railroad before courts, state railway commissions, and the Interstate Commerce Commission and legislative committees of the Congress and various states. It is headed by a vice-president and general counsel.

The vice-president and general counsel is the chief consulting officer of the company in all legal matters and, subject to the president and board of directors, exercises general supervision and control over all litigation and law matters of the company, which includes authority over the Land and Tax Department, the Claim Department and the executive general agents.

The Land and Tax Department has charge of (a) all land matters, including titles, purchases, sales and leases, and (b) all matters concerning general property taxes and certain other kinds of state and local taxes.

The General Claim Department is charged with the investigation and adjustment of all claims for personal injuries and practically all other claims against the company with the exception of those involving damage to freight or baggage and claims arising under tariffs.

Executive general agents handle special assignments.

ENGINEERING DEPARTMENT

This department, which employs approximately 11,000 people, is headed by a vice-president who is also chief engineer. He is responsible for the design, construction and maintenance of all fixed property, which includes such items as roadway, tracks, yards, bridges, depots, shops and other buildings, coaling and water stations, signals, communication lines, scales and other associated facilities.

Reporting to the vice-president and chief engineer, in addition to his immediate staff, are several engineering officers who with their assistants are in charge of special activities. The engineer maintenance of way has direct charge of maintenance. Other officers are engineer of bridges, engineer of buildings, signal engineer, superintendent of communication and electrical engineer, valuation engineer, superintendent of water service, superintendent of scales, superintendent of work equipment and superintendent of fire prevention. Division superintendents and terminal manager report to the chief engineer and engineer maintenance of way on engineering and maintenance matters within their jurisdiction. Under the division superintendents and terminal manager and as a part of the division organization are division engineers who have charge of engineering, construction and maintenance work not handled directly by the system office. Each division engineer is assisted by an engineering organization headed by an assistant to division engineer and is further assisted by supervisors of track, bridges and buildings, signals and water service.

PERSONNEL DEPARTMENT

The Personnel Department is headed by a director of personnel, with the manager of personnel as his principal assistant. One of the principal functions of this department is to handle with labor organizations all matters that affect conditions of employment, rates of pay and working conditions.

The promotion of safety, which includes educating supervisory personnel and employes generally to understand the importance of and to work toward the prevention of employee work injuries, is an important function of the Personnel Department. It provides instructions in human relations to officers and supervisors, thus developing individual personalities and improving job relations.

Through its employment office in the Chicago area, this department undertakes to screen applicants for employment and to direct to assign-

ments those best fitted to the work contemplated; it conducts aptitude tests and develops employment standards for those departments which desire it; it counsels employes who seek guidance.

The Personnel Department is active in the promotion of courtesy within our organization and toward the public; it assists in creating and maintaining public understanding and good will by having special representatives present appropriate programs at meetings of civic clubs and similar groups.

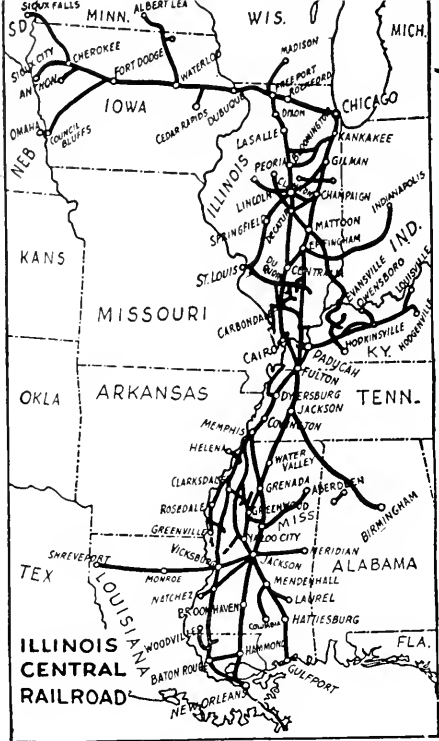
This department aids in various ways the officers of our employes service clubs in their good-will-building efforts, but without any attempt to dictate the policies of those clubs. It provides employes generally with interesting and helpful information about the Illinois Central and encourages them in self-improvement, which efforts includes the creation and distribution of motion pictures dealing with personnel matters.



THIS IS OUR RAILROAD

Part 3

ADDITIONAL
INFORMATION
ABOUT WHAT THE
ILLINOIS CENTRAL
IS AND DOES



THE ORIGINAL ILLINOIS CENTRAL

The story of the origin and growth of the Illinois Central is an interesting and romantic one. To do justice to its telling would necessitate starting back more than a century to the time when transportation in the United States was mostly by water; when there were few highways, fewer canals and no railroads. It is a story of heroic pioneering, great aspirations, persistent struggle against tremendous physical odds, disheartening financial difficulties, disasters and triumphs.

It is inspiring for all of us to realize that the Illinois Central can point to nearly a century of service to its on-line communities and to our nation as a whole; however, space permits the inclusion in this manual of only the briefest account of our company's history.

The Illinois Central's original or "charter" line was constructed

through central Illinois; it extended 705.5 miles from Cairo to the Mississippi River at East Dubuque and to Chicago. Our charter line was organized in 1850 and incorporated the following year. Construction was begun on December 23, 1851, and completed in September, 1856.

MAIN LINE OF MID-AMERICA

Today, with its nearly 6,600 miles of line, the Illinois Central is truly the Main Line of Mid-America. Only twelve other railroads in the United States have a greater mileage than the Illinois Central. If additional main tracks and sidings are included, then our total track miles exceed 11,000.

The Illinois Central is an organization of 40,000 men and women devoted to providing safe, courteous and efficient railway service to millions of people.

Geographically, the Illinois Central is located almost in the heart of the North American continent. On a map of the United States it appears something like the backbone of the country. If one considers the map as being a great leaf, then the Illinois Central fits in as the main artery from the stem carrying the life-giving sap upon which the leaf depends for nourishment.

The Illinois Central directly serves some 2,200 communities in 14 Mid-west and Southern states (Alabama, Arkansas, Illinois, Indiana, Iowa, Kentucky, Louisiana, Minnesota, Mississippi, Missouri, Nebraska, South Dakota, Tennessee and Wisconsin). In this vast territory, which is populated by approximately half the people of the United States, there are many thousands of the finest farms in the world, millions of acres of timber, and rich fields of coal, oil, ore and minerals.

AN EAST-WEST, NORTH-SOUTH RAILROAD

The Illinois Central was the first great railroad to be constructed west of the Allegheny Mountains. The original tide of settlement in the United States was from the Eastern Seaboard toward the West; consequently, most of the great railroads of the country run primarily east and west. Our railroad is a notable exception in that, from its early days, it has been both an important east-west and north-south railroad.

The Illinois Central has more than 1,000 miles of line extending westward from Chicago which we identify as our "Western Lines." Over this important portion of our railroad we transport vast quantities of highly essential commodities such as fruits, vegetables, livestock, packing-house products, grain, coal, iron, steel, and merchandise. Our line extends as far eastward as the important gateways of Indianapolis and Louisville.

The Illinois Central has been the principal north-south railroad in North America since the early 1850s. Since shortly following the war between the states, it has been the main transportation link between southern ports of the United States and the heart of our nation.

500 CONNECTING LINES

While our railroad serves fourteen states directly, it normally reaches into every part of the United States, Canada and Mexico through its more than 500 connections with 150 other railroads.

Owing to its location with respect to the great markets and ports of the Mississippi Valley, the Illinois Central draws a vast tonnage from connecting lines. Through Omaha, Council Bluffs, Sioux City, Sioux Falls, Albert Lea, St. Louis, Peoria and other gateways, our railroad receives fruits and vegetables from the Pacific Coast, livestock from Wyoming, Colorado and Nebraska, and grain from regions of the Northwest. Manufactured products of the great industrial cities of Michigan, Ohio, Pennsylvania, and the East, destined to western, southwestern and lower Mississippi Valley points, are received by our railroad at Chicago, Indianapolis, Louisville and other points.

CLIMATIC AND GEOGRAPHICAL ADVANTAGES

The wide range of climate traversed by our railroad has an important bearing on the traffic which flows over its lines. Unlike many railroads which



must depend on single crops or industries for most of their tonnage, the Illinois Central traverses a region that has highly diversified agriculture, mineral, lumbering and manufacturing production. Consequently, it is affected but little by the failure of any one harvest or the slowing down of any one industry.

FEW STEEP GRADES

From the standpoint of fuel consumption and ability to haul maximum tonnage, the Illinois Central is fortunate that its line traverses the comparatively level country of the Mississippi Valley. Of course, there are numerous points at which it has been necessary for our railroad to make "cuts" through hills and "fills" across valleys, but the long and steep grades that have to be overcome on nearly all the Eastern and Western railroads are not so great a factor on our railroad.

TRAFFIC ADVANTAGES

Being a pioneer railroad has given the Illinois Central a distinct advantage in the development of industrial traffic. It reached most of what now are the populous centers of its territory when they were scarcely more than settlements. The Illinois Central was the forerunner of hundreds of towns and cities along its lines; as a result, it acquired favorable locations in many of these centers which would be difficult, if not impossible, to acquire today.

PIONEERED IN TRAFFIC SOLICITATION

The Illinois Central was one of the first railroads in the United States to

adopt the practice of soliciting freight traffic. In the fall of 1855, a year before construction of our original 705-mile line was completed, an Illinois Central representative was appointed at Chicago "to travel up and down the line to encourage business."

RANKS HIGH IN TONNAGE AND REVENUE

A common yardstick for measuring a railroad's freight service is the number of tons of freight it hauls one mile. While there are twelve other railroads in the country with greater mileage than the Illinois Central, our railroad ranks eighth in the number of tons of freight hauled one mile. It also ranks eighth in total freight revenue and in total operating revenue.

SOURCES OF FREIGHT REVENUE

The Illinois Central's revenue freight tonnage is normally distributed approximately as follows:

	<i>Percent of Total</i>
Products of agriculture.....	16
Animals and products.....	3
Coal	33
Products of mines other than coal	11
Products of forests.....	9
Manufactures and miscl.....	26
Less than carload freight ..	2
	<hr/> 100

In normal times, the Illinois Central handles approximately 25,000 carloads of bananas a year—more than any other railroad in the country. As a coal carrier, our railroad ranks seventh among the railroads of the nation, and handles more coal than any other railroad west of the Appalachian Mountains. In a representative year, the Illinois Central hauls nearly 500,000 carloads of revenue coal from which it derives roundly 17

per cent of its total freight revenue.

Only West Virginia and Pennsylvania produce more bituminous (soft) coal than Illinois. Kentucky ranks fourth. The four Illinois Central coal-producing states (Illinois, Kentucky, Indiana and Alabama) mine approximately one-third of the nation's yearly output of soft coal.

The fourteen Illinois Central states produce enormous quantities of corn, cotton, wheat, flax, eggs, wool, livestock and hides. Illinois, Indiana and Iowa are the principal producing states for soybeans.

Pine and hardwood forests along our lines in the South supply a substantial part of our country's demands; pines for building and hardwood for furniture, flooring, coopering and agricultural implements. Mississippi is credited with having the third largest forest acreage in the United States, estimated at 16,500,000 acres, aggregating more than half of Mississippi's total land area.

\$20,000 INVESTMENT FOR EACH JOB

Railway service represents the joint product of men and materials. On the Illinois Central each job requires the investment of roundly \$20,000. Our railroad represents a total investment of approximately \$700,000,000, including many items such as: tracks, shops, locomotives, cars, buildings, bridges and supplies.

You are urged to study your company's annual report each year for interesting information about its operations and statistics on its investments.

YARDS

We have several types of those groupings of parallel tracks called "yards":

freight station and team-track yards used for loading and unloading freight; freight-classification yards used for breaking up and making up trains; storage yards for storing freight- and passenger-train cars and locomotives not in use or awaiting repairs; service yards for cleaning, provisioning and preparing passenger-train cars for the next run; supply yards adjacent to storehouses for storing heavy materials which cannot conveniently be kept indoors; yards adjacent to locomotive and car repair shops for outdoor repair work.

Freight-classification yards are located at Chicago, Freeport, Waterloo, Fort Dodge, Council Bluffs, Clinton, Centralia, Bluford, East St. Louis, Paducah, Memphis, Jackson, Miss., and New Orleans.

The Illinois Central's Markham Yard in the Chicago area is one of the world's finest freight-classification yards. It has more than 100 miles of tracks with a total capacity of almost 9,000 freight cars. It is a "hump" yard; that is, it has certain tracks constructed at steep grades to enable a car to be released and shunted by



gravity into various branch tracks for reclassification. The cars are pushed to the highest point of the elevated (hump) tracks and then released one at a time, or in groups, and sent rolling down the incline.

By manipulating electrically-operated car retarders, an employe, sitting in a tower which overlooks the yard, controls the speed of the cars as they roll down the incline. All switches which join the branch tracks with the elevated tracks are electrically controlled by towermen.

Markham Yard is also equipped with automatic recording scales, electric floodlights for night operation, teletypes for transmitting switching lists from the general yard office to outlying yard offices and hump towers, a loud-speaker communication system, pneumatic tubes for handling waybills to and from the general yard office, and a modern mechanical terminal.

CHICAGO PRODUCE TERMINAL

Built at a cost of \$8,000,000, the Chicago Produce Terminal, owned jointly by the Illinois Central and Sante Fe railroads, is capable of handling 2,000 cars of perishable products at one time. It is the only location in metropolitan Chicago where, when required, cars can be diverted to other cities without losing a day in icing. Since more than 40,000 cars are so diverted annually, the time-saving element is all important.

The terminal was put into full operation in August, 1947. It covers approximately 110 acres and is situated between Western and Ashland avenues in the vicinity of Twenty-Seventh Street. This is approximately the geographic center of Chicago.

The terminal came into being when the merchants of old South Water

Street were forced by changes in city streets to move to what is now called South Water Market, a 6-block area bounded by Racine Avenue, Morgan Street, Fourteenth Street and Fifteenth Place. This location is less than two miles from the terminal and trucks can travel the intervening distance in a few minutes.

The facilities of the terminal include switching tracks, delivery tracks, storage tracks, icing equipment, an auction house, sales rooms and a joint freight agency office. There are also special yards each for watermelons, potatoes, and grape juice.

The terminal is open to all lines entering Chicago and can be reached with their own power.

SHOPS

Steam Locomotives

The principal shops for rebuilding and repairing steam locomotives are located at: Paducah, Ky., Markham (Chicago), Ill., Waterloo, Iowa, Memphis, Tenn., McComb, Miss., Vicksburg, Miss., Centralia, Ill. Our enormous Paducah plant, spread over an area of 110 acres, is one of the major and finest locomotive shops in the United States. It is equipped with all of the latest designs of tools and machinery; its powerful 250-ton overhead cranes can carry a complete locomotive from place to place in the shop.

In addition to building new locomotives and performing extensive rebuilding and repair work on locomotives, approximately one-third of the large force employed at Paducah Shop is engaged in manufacturing tools and locomotive parts for the entire railroad. The parts include such heavy items as main and side rods, springs, fireboxes and frames. The precision tools and gauges made at Paducah



Shop require a high degree of mechanical skill.

Diesel-Electric Locomotives

Chicago (Burnside Shop) and Memphis are the principal points at which diesel-electric locomotives are repaired.

Freight Cars

Extensive work in the rebuilding and repairing of freight cars is done in our shops at Centralia, Memphis (Nonconnah), McComb and Vicksburg. Centralia Shop also builds large numbers of new freight cars.

Passenger-Train Cars

Burnside Shop (Chicago) is the principal shop for rebuilding and repairing passenger-train cars.

STEAM LOCOMOTIVES

Probably no other part of the railroad plant has undergone a greater change than the locomotive. The Illinois Central's early locomotives burned wood. Later, the Illinois Central pioneered in the use of coal as locomotive fuel.

Early Illinois Central locomotives weighed approximately 50,000

pounds and developed about 300 horsepower. Today we own steam passenger locomotives that weigh approximately 385,000 pounds and can develop 3,700 horsepower, as well as steam freight locomotives that weigh 424,000 pounds which can handle from 75 to 80 freight cars over grades that could not have been negotiated with more than 40 cars by the most powerful locomotives of 30 years ago.

DIESEL-ELECTRIC LOCOMOTIVES

While the Illinois Central is primarily a coal-transporting and coal-burning railroad, we use diesel-electric switch engines in some cities as a smoke-prevention measure and to comply with the wishes of certain industries having extreme fire hazards. Furthermore, since steam locomotives generally require more servicing enroute over long distances, we use diesel power on those passenger trains where the saving in servicing time enroute can be applied to advantage in shortening the schedule.

The horsepower of our diesel-electric locomotives varies according to the demands of the service in which these locomotives are used. For instance, to move cars to and from industrial plants and for other ordinary switching, we use 600-horsepower and 1,000-horsepower diesels, but for transferring heavy trains from one yard to another at Chicago we use 2,000-horsepower and 2,700-horsepower diesels. Our diesel-electric passenger locomotives develop 2,000 horsepower.

EXPERIMENTING WITH GAS TURBINES

The Illinois Central is collaborating with several other coal-carrying railroads, certain coal companies and a

coal research organization in the development of a coal burning locomotive designed to turn coal more effectively into railway power. This project calls for the use of a gas turbine, which is a method of operating a generator by means of whirling blades operating at a very high rate of speed, through the use of air heated by burning pulverized coal. The generator produces the electric current for operating motors in the trucks, similarly to the propulsion of diesel-electric locomotives.

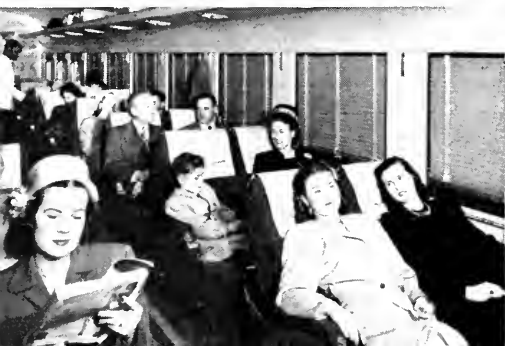
Regular locomotive coal is dried, crushed and pulverized to the fineness of talcum powder on the locomotive and then carried by air to a burner. A large volume of air is passed around this burner, supplied by an air compressor on the same shaft as the turbine. It is this heated air which

passes through and operates the gas turbine geared to the generator. Fly ash is removed before the hot air and burned coal pass through the turbine blades by means of separators; otherwise the coal or fly ash would cut the blades.

No steam boiler is required other than for passenger car heating.

PASSENGER TRAINS

The Illinois Central was among the first to offer railroad travelers the thrilling speed and smooth comfort of streamline transportation with the original Green Diamond between Chicago and St. Louis. Then came our streamliner City of Miami between Chicago and Miami, and Panama Limited between Chicago and New



Orleans — trains which established further high standards of travel.

War deferred further additions to the Illinois Central's modernized streamlined fleet until 1947 with our new dayliner "City of New Orleans" shattered travel precedent with a swift, morning-to-night schedule be-

tween the Great Lakes and the Gulf.

Other streamline passenger trains operated by the Illinois Central include the Land O' Corn, new Green Diamond, Daylight and Miss Lou — all modern, attractive, well appointed trains, air-conditioned, easy riding and with all the latest improvements.

CHICAGO SUBURBAN SERVICE

Of historic interest is the fact that the Illinois Central's Chicago suburban service (acclaimed as one of the finest in the world) dates from the summer of 1856, when a single train began serving Hyde Park, six miles south of the Chicago River. At the time, Hyde Park was not even a village but just a townsite. By 1900, this service was extended to South Chicago, Homewood and Blue Island. In 1926, it was converted from steam to electricity.

The Illinois Central's present electric suburban service extends from South Water Street (just south of the Chicago River) to Richton, a distance of 30 miles, with a branch line from 67th Street to South Chicago, and another branch line from 119th Street to Blue Island. In all, this service utilizes more than 130 miles of suburban main track. Its several hundred trains transport well over 100,000 passengers daily, which is the second heaviest suburban travel in the United States.

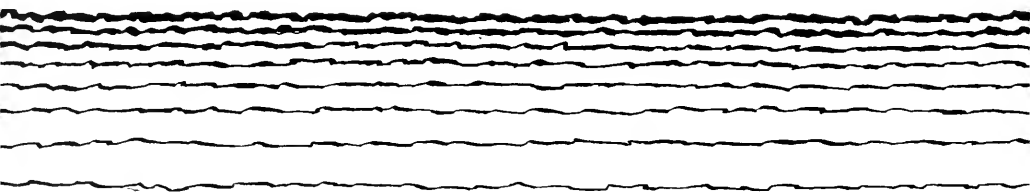




In Conclusion

This booklet represents the combined efforts of many members of the Illinois Central family. It is typical of the team work of our organization. We hope it will be helpful to all whose work contributes to our only product—*SERVICE*.

C. R. YOUNG,
Director of Personnel.





The Guy in the Glass

When you get what you want in your struggle for pelf,
And the world makes you King for a day,
Then go to the mirror and look at yourself,
And see what that guy has to say.

For it isn't your Father, or Mother, or Wife,
Who judgment upon you must pass,
The fellow whose verdict counts most in your life,
Is the guy staring back from the glass.

He's the fellow to please, never mind all the rest,
For he's with you clear up to the end,
And you've passed your most dangerous, difficult test,
If the guy in the glass is your friend.

You may be like Jack Horner and "chisel" a plum
And think you're a wonderful guy,
But the man in the glass says you're only a bum,
If you don't look him straight in the eye.

You can fool the whole world down the pathway of years,
And get pats on the back as you pass,
But your final reward will be heartaches and tears,
If you've cheated the guy in the glass.



Main Line of Mid-America

UNIVERSITY OF ILLINOIS-URBANA



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